

Playing our part towards reconciliation 2018–2020





Australian Unity's reconciliation steering committee

The Reconciliation steering committee is a passionate group of leaders from across Australian Unity that play a significant role in leading and implementing the Reconciliation Action Plan. The committee meets quarterly to track progress against commitments, discuss the organisational and social context of the reconciliation space, and identify opportunities to further build relationships with Aboriginal and Torres Strait Islander peoples, communities and businesses.

Kevin McCoy

CEO
Independent and Assisted Living

Jane Betts

Group Executive
Human Resources

David Bowering

General Manager
People Services

Stephen Lunn

Head of Government Relations

Matt Walsh

CEO
Retail

Emma Sakellaris

General Manager
Trustee Services

Annette Houston

Manager
Indigenous Development

Karl Whatham

Sourcing Manager

Karyn Munsie

Group Executive
Brand, Marketing, Communications

Warren Dick

General Manager
Property and Procurement

Dave Van Sanden

General Manager
Legal, Risk and Compliance
Retail

Kelly Chatfield

Acting General Manager
Aboriginal Home Care



Message from the co-chairs of Australian Unity's reconciliation steering committee

Australian Unity's 178-year history of providing for its members, while remarkable in itself, pales in comparison to Aboriginal and Torres Strait Islander peoples' continuing connection to country.

Our brief shared history coincides with a period in Australia riven with injustices against Aboriginal and Torres Strait Islander peoples. The consequent economic, health and social challenges faced by Australia's First Peoples remain a national shame. The Prime Minister's Closing the Gap report shows some, but too little, progress in improving the lives of Aboriginal and Torres Strait Islander peoples. Despite this, many of Australia's First Peoples have shown remarkable resilience in maintaining and honouring their cultures and traditions.

Australian Unity believes the private sector has an important role in reconciling the nation, and as an organisation is determined to provide practical support to Aboriginal and Torres Strait Islander peoples and to

the reconciliation process. Building on its first Reconciliation Action Plan in 2016, we will strive to continue to improve our understanding of and connection with Aboriginal and Torres Strait Islander peoples throughout our various businesses.

Already much progress has been made. Within the last two years we have built greater engagement with Aboriginal and Torres Strait Islander customers, businesses, communities and employees as part of our ambition to practically support Indigenous communities' economic empowerment. We increased spending with Aboriginal and Torres Strait Islander businesses by more than 40 percent. We now employ more than 250 people from Aboriginal and/or Torres Strait Islander descent and offer leadership pathways

for Aboriginal and Torres Strait Islander employees. Many employees (150+) have undertaken cultural awareness training, and we have supported key events such as NAIDOC Week and National Reconciliation Week.

Into the future, Australian Unity has further plans to provide practical support for reconciliation. We are developing a range of products and services that specifically engage and support Aboriginal and Torres Strait Islander customers and communities. These traverse Home and Disability Services, Trusts and Estates, Banking, and Healthcare.

Rohan Mead
Group Managing Director

Benson Saulo
Head of Community



Cradle Mountain, TAS

Implementing our Reconciliation Action Plan

In 2016, Australian Unity launched its Reconciliation Action Plan (RAP) to affirm its commitment to building strong and respectful relationships with Aboriginal and Torres Strait Islander peoples, communities and businesses. The RAP outlined key actions across the business that will provide practical support in progressing reconciliation in Australian Unity and the broader community. These key actions are underpinned by the guiding principles of Relationships, Respect and Opportunities.

Employment, learning and development

Australian Unity is proud of its diverse and inclusive workforce, and is committed to building its engagement with Aboriginal and Torres Strait Islander peoples and communities through employment opportunities across our organisation.

Australian Unity employs more than 250 people from Aboriginal and/or Torres Strait Islander descent, and actively supports learning and development opportunities for our future organisational and community leaders.

To support our diverse workforce in their engagement of Aboriginal and Torres Strait Islander peoples, customers and communities, Australian Unity offers cultural awareness and competency training for all employees and managers.

Business development

Australian Unity is a member of Supply Nation and actively engages Aboriginal and Torres Strait Islander businesses and suppliers in the procurement of products and services for our growing business.

Australian Unity has increased its spend with Aboriginal and Torres Strait Islander businesses by more than 40% since launching its Reconciliation Action Plan, and will continue its ambitious procurement strategy to increase spend to over \$1 million by 2020.

Australian Unity's procurement targets are underpinned by the principle of economic development. This principle informs our engagement with Aboriginal and Torres Strait Islander business owners, providing support to further develop their business and operational capabilities, and increase their community impact.

Products and services

Australian Unity has a diverse range of products and services that enable people to thrive across health, wealth and living. Australian Unity is committed to engaging Aboriginal and Torres Strait Islander peoples, customers and communities with accessible products and services that better meet their needs and reflect their communities.

Through the Australian Unity framework of 'learn and grow' it is committed to ongoing community consultation, co-design and reporting across its product and services. This process supports our business to better engage customers, and for customers to inform the design and delivery of the products they need.

There are currently products and services being developed that specifically engage and support Aboriginal and Torres Strait Islander customers and communities in the area of Home and Disability Services, Trusts and Estates, Banking and Healthcare.



Events and communications

Australian Unity is committed to respectfully recognising the cultures, languages and histories of Australia's First People, and seeks to celebrate, educate and engage all Australians, deepening their understanding and appreciation of Aboriginal and Torres Strait Islander peoples.

Australian Unity is proud of its ongoing support of NAIDOC Week, National Reconciliation Week and other significant days including the National Apology. Through awareness, open and respectful dialogue and immersive experiences, Australian Unity is playing its part in developing informed conversations that promote greater reconciliation.

Governance and representation

Australian Unity continues to support the work of Reconciliation Australia, Supply Nation and the Business Council of Australia in shaping the reconciliation agenda of Australia through meaningful consultation and advocacy. In doing so, Australian Unity actively engages its Aboriginal and Torres Strait Islander workforce to ensure their views, concerns and insights are heard and reflected across the business.

Through the Australian Unity framework of 'learn and grow', projects, products and services are better informed by Aboriginal and Torres Strait Islander peoples, customers and employees. Additionally, representation of Aboriginal and Torres Strait Islander peoples on the Reconciliation steering committee, and other key product and community advisory committees has better enabled Australian Unity to engage with this community and better meet their needs.



Playing our part

Australian Unity has made good progress towards reconciliation, providing practical support across its workforce, customers and communities.

Australian Unity believes that success isn't about ticking boxes but rather the strong and respectful relationships that can be forged between communities. Relationships provide a strong foundation to better inform the way Australian Unity engages Aboriginal and Torres Strait Islander peoples, customers, employees and communities, to enable them to thrive.

Since launching the RAP, Australian Unity has made progress in areas of business development, with a focus on procurement and supplier engagement, employment, learning and development and engaging customers and employees.

Business development

- \$400,000+ spent with Aboriginal and Torres Strait Islander businesses and suppliers across Australian Unity
- 18 relationships built with Aboriginal and Torres Strait Islander businesses
- 2 'Capability Uplift' events hosted with Aboriginal and Torres Strait Islander business leaders
- Ongoing participation in the Business Council of Australia's 'Raising the Bar' initiative

Employment, learning and development

- 3.5% of Australian Unity's workforce is of Aboriginal and/or Torres Strait Islander descent
- 2 employees supported to participate in UNSW's Emerging Indigenous Executive Leadership Program
- 150+ employees have participated in Cultural Awareness and Competency workshops

Events and communications

- 8 videos created to highlight and share reconciliation-related activities, programs and events; viewed over 1,000 times
- 600+ employees attended Reconciliation events across Australian Unity and in the community
- \$10,000 sponsorship of the National Native Title Conference 2018 and representation at the 2018 Supply Nation Connect exhibition



Enabling communities to thrive

Australian Unity is committed to better engaging Aboriginal and Torres Strait Islander peoples, communities and businesses to gain a deeper understanding of their needs and relationship to products and services, to better serve them and enable them to thrive.

Australian Unity operates across the areas of health, wealth and living. This diversity of services enables it to better meet the needs of Aboriginal and Torres Strait Islander peoples.



Aboriginal Home Care

For over 30 years Aboriginal Home Care has been maintaining cultural values and providing services to support older Aboriginal and Torres Strait Islander people and people living with disability to remain independent and connected to their communities. We support 3000 clients and have more than 250 Aboriginal and Torres Strait Islander employees in NSW.

Herston Quarter Redevelopment

Our Indigenous Participation Program will liaise with community leaders to create participation and engagement opportunities for Aboriginal and Torres Strait Islander peoples in employment, education and training, and support for business. The project in Brisbane will offer a specialist public health facility, residential and student accommodation, aged care and retirement living, and an array of public spaces.



Emerging Indigenous Executive Leaders Program





We are investing in Indigenous future leaders by supporting two Aboriginal and Torres Strait Islander employees from our business to undertake this highly regarded executive leadership program, offered by the University of New South Wales.

Get Healthy NSW

Our Remedy Healthcare business provides evidence-based, health coaching programs tailored to Aboriginal and Torres Strait Islander peoples, and supported by an Aboriginal and Torres Strait Islander community liaison officer.

PROGRESS AGAINST RAP COMMITMENTS

Progress since November 2016

Status	Description
 Done	Action has been completed
 Ongoing	Action is currently in progress or within scope for commencement
 Ongoing Action	Action is an ongoing operational activity or performed regularly/annually
 Update	Action is no longer applicable

Relationships

Action	Responsibility	Timeline	Deliverable	Status
RAP working group actively monitors RAP development and implementation of actions, tracking progress and reporting.	RAP Manager	Jan-17	RWG oversees the development, endorsement by leadership and Reconciliation Australia, and launch of the RAP.	
		January, May, October 2017, 2018	RWG meets at least three times annually to monitor and inform implementation of the RAP.	
		Jan-17	Invite key Aboriginal and Torres Strait Islander stakeholder groups and industry partners to launch of RAP in 2017.	
	Group Executive Corporate Development	Dec-17	Review the Terms of Reference of the RWG.	
			March 2017, 2018	Ensure Aboriginal and Torres Strait Islander peoples are represented on the RWG.

Action	Responsibility	Timeline	Deliverable	Status
Australian Unity will celebrate and participate in National Reconciliation Week (NRW)—to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians.	RAP Manager	27 May to 3 June 2017, 2018	Encourage staff to attend local NRW activities in their region.	●
		27 May to 3 June 2017, 2018	Organise at least one internal event for NRW each year in each of NSW and Victoria.	●
		27 May to 3 June 2017, 2018	Register all our NRW events via Reconciliation Australia's NRW website.	●
		27 May to 3 June 2017, 2018	Ensure our RAP Working Group participates in an external event to recognise and celebrate NRW.	●
		27 May to 3 June 2017, 2018	Support an external NRW event.	●
	Senior Adviser, Internal Communications	27 May to 3 June 2017, 2018	Communicate information on internal and external National Reconciliation Week activities in major internal communications channels.	●
Develop mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations within key area of focus to support positive outcomes.	Senior Project Officer, Aboriginal Business Development Team	January, April, June, October and December 2017, 2018	Hold quarterly “yarn-ups” with Aboriginal and Torres Strait Islander staff and clients at each of the eight Aboriginal Home Care Branches to share stories and experiences.	●
	RAP Manager and Manager, Aboriginal Business Development Team	Jun-17	Develop and implement an engagement plan to outline how we will work with Aboriginal and Torres Strait Islander stakeholders.	●
	RAP Manager and Manager, Aboriginal Business Development Team	Mar-17	Meet with Aboriginal and Torres Strait Islander clients and organisations to develop guiding principles for future engagement.	●
	Group Managing Director CEO of Australian Unity's Personal Financial Services division (both as co-chairs of RAP Working Group)	February 2017, July 2017	Leaders attend key events such as NAIDOC Week and take a table out at events such as the National Apology to the Stolen Generation's Breakfast, inviting clients and community members from communities in which we work.	●
	RAP Manager	Jun-17	RAP Working Group to engage with representatives from the First Australian communities to whom we provide services.	●

Action	Responsibility	Timeline	Deliverable	Status
Participate in conversations about the appropriateness of the date of Australia Day and how it or another date can best recognise the survival and thriving of Aboriginal and Torres Strait Islander cultures in Australia.	Group Executive Corporate Development	Jan-17	Kick off conversation with the launch of the RAP in January 2017 (TBC) with associated discussion from Aboriginal and Torres Strait Islander peoples and prominent Australians committed to reconciliation.	●
		Jan-17	Accompany launch of RAP with a media release calling for a national conversation about the date.	●
		Jan-17	Educate staff about Aboriginal and Torres Strait Islander people's perspectives on the meaning of January 26.	●
Raise internal and external awareness of our RAP to promote reconciliation across our business and sector.	Senior Adviser, Internal Communications	Feb-17	Implement and review a strategy to communicate our RAP to all internal and external stakeholders.	●
		Communications Adviser	September 2017, 2018, 2019	Include RAP journey story in company newsletter, annual report etc.

Respect

Action	Responsibility	Timeline	Deliverable	Status
Engage employees in cultural learning opportunities that increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements.	Culture and Capability Manager, Human Resources	Jun-17	Identify the current level of participation in cultural awareness and cultural competency and map future demand.	●
		Jun-17	Include cultural safety and competency in induction and learning and development programs.	●
		Jun-17	Develop and implement a cultural awareness strategy for our staff which defines relevant cultural learning needs of employees in all areas of our business and job roles and considers various ways of which cultural learning can be provided (online, face to face workshops, cultural immersion).	●
		Dec-17	Provide opportunities for RWG members, RAP Champions, RAP Manager, HR Managers and other key leadership to participate in cultural awareness programs.	●
		Jun-17	Investigate opportunities to increase local Traditional Owner information and engagement in the delivery of cultural competency programs.	●
	RAP Manager	July 2017, July 2018	Identify opportunities for RWG members, employees and key leadership staff to participate in activities that develop the depth and breadth of their cultural understanding, such as the Elders Olympics, an event held each year across Aboriginal Home Care to celebrate connection between clients and staff across branches, or the annual Yothu Yindi Foundation's Garma Festival.	●
Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning.	Head of Public Affairs and Communications	Jan-17	Develop, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country.	●
	RAP Manager	October 2017, 2018	Invite a Traditional Owner to provide a Welcome to Country at Australian Unity's AGM.	●
	Senior Adviser, Internal Communications	March 2017	Include Acknowledgement of Country at the commencement of important internal and external meetings.	●

Action	Responsibility	Timeline	Deliverable	Status
		Jun-17	In consultation with Aboriginal and Torres Strait Islander peoples, update the Australian Unity style guide to include a section on culturally appropriate terminology.	●
	RAP Manager	Mar-17	Identify key contacts for a Welcome to Country and create a list of alternative contacts for people to access across the organisation.	●
	Brand Manager	June 2017, June 2018	Ensure all new developments and office locations display an Acknowledgement of Country and consider respecting local Traditional Owners through naming of meeting rooms etc.	●
	Manager, Indigenous Development	Jun-17	Develop a cultural protocols guide for staff to understand the best ways to engage with local Aboriginal and Torres Strait Islander communities with respect.	●
Australian Unity to participate in NAIDOC celebrations and provide opportunities for Aboriginal and Torres Strait Islander staff to engage with cultures and communities by celebrating NAIDOC Week.	Manager, Aboriginal Business Development and Aboriginal Home Care Branch Managers	July 2017, 2018	Establish stalls in at least three NAIDOC events in local areas where we have service offerings.	●
	Culture and Capability Manager, Human Resources	July 2017, 2018	Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week and communicate the relevant leave policy to both staff and line managers.	●
		July 2017, 2018	Ensure there are processes in place to provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with cultures and communities during NAIDOC Week.	●
	Senior Adviser, Internal Communications	July 2017, 2018	Communicate local NAIDOC week activities to staff.	●
Ensure Aboriginal and Torres Strait Islander peoples are represented in external facing communications.	Head of Brand	Dec-17	Update brand guidelines to ensure Aboriginal and Torres Strait Islander peoples are sensitively represented in consultations and surveys.	●
		Jan-17	Ensure the Australian Unity website contains an Acknowledgement of Country.	●
		Jun-17	Ensure Aboriginal and Torres Strait Islander peoples are represented in our promotional materials.	●

Action	Responsibility	Timeline	Deliverable	Status
Support the campaign to include Aboriginal and Torres Strait Islander peoples in the Constitution through the 'Recognise Campaign'.	Senior Manager, Public Policy	October 2017, 2018	Continue to communicate our role as a corporate supporter of the Recognise Campaign in major publications including the Annual Report.	●
		October 2017, 2018	Communicate developments in the Recognise Campaign to employees through the intranet.	●
The 'Recognise Campaign' concluded in 2017. Australian Unity continues its support of Reconciliation Australia and broader recognition of Aboriginal and Torres Strait Islander peoples.				

Opportunities

Action	Responsibility	Timeline	Deliverable	Status
Develop opportunities and take action to attract, employ, retain, and improve the professional development of Aboriginal and Torres Strait Islander peoples.	Group Executive Human Resources	June 2017	Identify an individual with experience in Aboriginal and Torres Strait Islander recruitment to build HR and Leader competence in employment of Aboriginal and Torres Strait Islander peoples.	●
	Talent Acquisition Manager, Human Resources	Jun-17	Collect data to confirm current Aboriginal and Torres Strait Islander workforce numbers and job roles to inform development and implementation of an Aboriginal and Torres Strait Islander Employment and Retention Strategy.	●
	Strategic Business Partner, Human Resources	Dec-17	Develop and implement an Aboriginal and Torres Strait Islander Employment and Retention Strategy that focuses on attraction, retention and development.	●
		Mar-17	Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development.	●
	Talent Acquisition Manager, Human Resources	Jun-17	Review HR and recruitment procedures and policies to identify potential barriers to Aboriginal and Torres Strait Islander participating in our workplace.	●
		Jun-17	Advertise vacancies in Aboriginal and Torres Strait Islander media and alert applicants to the company's Reconciliation commitment.	●
		Jun-17	Include Aboriginal and/or Torres Strait Islander representation on selection panels; especially where Aboriginal and Torres Strait Islander stakeholder groups are particularly relevant to the employment opportunity.	●
	Manager, Aboriginal Business Development Team	Feb-17	Develop an Aboriginal Workforce strategy for Aboriginal Home Care.	●
		Feb-17	Develop an Aboriginal Home Care talent program for 20-30 participants that identifies and fosters leadership capabilities within Aboriginal Home care and develops key business skills.	●

Action	Responsibility	Timeline	Deliverable	Status
	Group Health and Safety Manager	Dec-17	Through consultations with Aboriginal and Torres Strait Islander staff, undertake an assessment of the value of the company's Employee Assistance Program that is specifically designed for Aboriginal and Torres Strait Islander staff (I-Care).	●
		January, 2017	Work with Aboriginal and Torres Strait Islander stakeholders to identify appropriate language and imagery for workplace health and safety messaging and consultation.	●
Investigate opportunities to ensure existing Aboriginal and Torres Strait Islander employees have opportunities to develop their careers.	Culture and Capability Manager, Human Resources	Jun-18	Develop a secondment program that enables staff to experience the broader Australian Unity business and explore where future career development might lead.	●
		Jun-18	Support and encourage the active participation of Aboriginal and Torres Strait Islander employees in career advancement programs and professional development programs that increase leadership capability.	●
		Jun-18	Investigate opportunities to support Aboriginal and Torres Strait Islander employees or prospective employees to gain job relevant training and provide financial support.	●
Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity and influence suppliers.	Head of Procurement	Jan-17	Review procurement policies and procedures to identify barriers to Aboriginal and Torres Strait Islander businesses to supply goods and services.	●
		Jan-17	Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.	●
		Dec-17	Develop at least ten commercial relationships with an Aboriginal and/or Torres Strait Islander owned business through our membership of Supply Nation and other organisations.	●
		Dec-17	Explore ways to support Aboriginal and Torres Strait Islander owned businesses with skills and tools needed to access procurement systems and other processes.	●
		March 2017, 2018	Maintain our Supply Nation membership.	●

Action	Responsibility	Timeline	Deliverable	Status
		Jun-17	Include a requirement for suppliers to demonstrate commitment to Aboriginal and Torres Strait Islander participation through tender documentation and reward suppliers who can demonstrate a commitment to building on efforts for reconciliation.	●
Investigate opportunities to create a user friendly desirable trustee service which assists Native Title claim groups throughout Australia, to enable long term prosperity and ensure the highest fiduciary standards are met.	General Manager Trustee Services	Dec-17	Design and develop a business case for the establishment of an omnibus trust structure which facilitates the streamlining of process and procedures, as well as creating economies of scale, certainty and transparency for clients.	●
			Consult with Aboriginal and Torres Strait Islander clients on best practice for the development and delivery of this service.	●
Continuously improve our service provision in our Aboriginal Home Care service delivery.	Aboriginal Home Care Branch managers	January, April, June, December 2017, 2018	Hold quarterly “yarn-ups” involving Aboriginal and Torres Strait Islander staff and clients at each of the eight Aboriginal Home Care Branches, and provide opportunities for clients and staff and communities to suggest ways to improve local service delivery and outcomes for clients.	●
Understand where there are barriers to entry for Aboriginal and Torres Strait Islander people in our product offerings.	General Manager Specialised Products	Dec-17	Together with subject matter experts in the business, undertake an audit of our broad product groupings (eg, residential community living, funeral and investment products, financial advice, and health management programs).	●
		Nov-17	Meet with Aboriginal and Torres Strait Islander peoples to uncover any legislative or product design barrier to entry.	●
		Jun-18	Develop a plan to remove the barriers to Aboriginal and Torres Strait Islander peoples participating in our product and service delivery.	●

Tracking progress and reporting

Action	Responsibility	Timeline	Deliverable	Status
Collect data for RAP monitoring and reporting.	RAP manager	January 2017	Ensure internal processes and systems provide information for reporting that is represented in a format that is easy to understand and compare.	●
		Jan-17	Determine what data is required, its frequency and how it is best represented for end users.	●
Report Reconciliation Action Plan achievements, challenges and learnings to Reconciliation Australia.	Group Executive	September 2017, 2018, 2019	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia each year.	●
	RAP Manager	May-18	Investigate participating in the RAP Barometer.	●
Report RAP progress internally and externally.	Head of Public Affairs and Communications	October 2017, 2018	Share stories about RAP activities:	●
		October 2017, 2018	Internally on the company intranet;	●
		October 2017, 2018	Externally on internet and company social media platforms;	●
	October 2017, 2018	To members through newsletters and other member communications.	●	
	Chair of RWG	December 2017, 2018	RAP Working Group to provide a report for Australian Unity Board on delivery of 1st RAP and at end of each year.	●
Review, refresh and update RAP.	RAP Manager	May-18	Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	●
		Jul-18	Submit draft RAP to Reconciliation Australia for formal feedback and endorsement.	●

